

**PAUL M. ROSENBERG**  
**ValueOptions, Inc.**  
**General Counsel**

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**PROFESSIONAL EXPERIENCE**

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**ValueOptions, Inc.**  
**General Counsel**

**2008 – Present**  
**Norfolk, Virginia**

- Reporting to the CEO, responsible for legal affairs and compliance for this privately held managed behavioral health care company.

**Shands HealthCare**  
**Senior Vice President and General Counsel**

**1997– 2007**  
**Gainesville, Florida**

- Reporting to the CEO, responsible for legal affairs, government relations, compliance, privacy, and insurance for a six hospital system affiliated with the University of Florida.
- Acquired and restructured two hospitals in Jacksonville to create a stable urban teaching hospital.
- Acquired real estate for teaching hospital expansion at two campuses.
- Implemented Medicaid supplemental payment program for safety net providers in Florida. \$123M revenue to Shands in FY/2007.
- Active participant in Florida Medicaid reform with focus on provider protection and alternatives to for-profit managed care.
- Acting for teaching hospital CEOs, recruited leadership for an expanded industry association.

**Duke University Medical Center**  
**Associate Vice Chancellor and Chief Operating Office, Duke Health Network**

**1993 – 1997**  
**Durham, North Carolina**

- Reporting to the Senior Vice Chancellor/CEO, Duke University Hospital and Health Network, responsible for business development, managed care contracting and product development, primary care development and affiliations program.
- Formalized hospital/physician contracting program, increasing managed care payor mix and reversing local market share decline.
- Developed a regional primary care subsidiary.
- Established joint venture managed care organization.
- In a newly competitive market, expanded outreach specialty clinic program and initiated joint marketing with affiliates to self-insured employers, stabilizing referral base in affiliated communities.

**The Johns Hopkins Health System Corporation and The Johns Hopkins Hospital**  
**Vice President, General Counsel and Secretary**

**1989 – 1993**  
**Baltimore, Maryland**

- Reporting to the CEO, responsible for legal affairs and risk management for the Health System and its affiliated hospitals, health plan, medical group and related businesses.
- Rationalized and reduced externally purchased legal services while reducing staff. Instituted internal and external timeliness and quality standards.
- Developed the internal ability to complete major transactions.
- Liquidation of a non-performing hospital with first use of a statutory debt relief mechanism.
- Negotiation of payor contracts.
- Reorganized home care assets to execute turnaround plan.
- Improved claims investigation and reporting and instituted guidelines for counsel, stabilizing professional liability costs.

<b>University of Rochester Medical Center</b>	<b>1982 – 1989</b>
<b>Director, Legal Affairs and Risk Management (1984-1989)</b>	<b>Rochester, New York</b>
<ul style="list-style-type: none"> <li>Built legal department for Medical Center (Hospital, Medical and Nursing Schools) including regulatory, fiscal and transactional matters. In 1988-98, expanded services to central University administration.</li> </ul>	

<b>University of Rochester Medical Center</b>	<b>1982 – 1989</b>
<b>Associate Director, Fiscal Services</b>	<b>Rochester, New York</b>
<b>Strong Memorial Hospital (1982-1984)</b>	
<ul style="list-style-type: none"> <li>Established internal risk management and legal functions, providing basic legal services internally while establishing professional liability loss control and centralizing management of captive insurance program.</li> <li>Coordinated hospital association/medical society approach to winding up of insolvent HMO, avoiding liquidation proceedings.</li> <li>Participated in negotiations for extensions of regional Medicare waiver (Hospital Experimental Payment Plan).</li> <li>Established programs to respond to New York's medical malpractice prevention law and quality of care regulation.</li> <li>Founding director of Integrated Mental Health, a corporation providing community-based funding for ambulatory mental health services and capitated care for de-institutionalized patients.</li> <li>Managed investigation and resolution of significant federal antitrust claim.</li> </ul>	

<b>Bason Associates, Inc.</b>	<b>1981 – 1982</b>
<b>Vice President</b>	<b>Cincinnati, Ohio</b>
<ul style="list-style-type: none"> <li>Client development, legal affairs and contract negotiations for this human resources and search consulting firm.</li> </ul>	

<b>University of Cincinnati Medical Center</b>	<b>1979 – 1981</b>
<b>Associate to Director, Patient Care, Standards/Risk and Insurance Management</b>	<b>Cincinnati, Ohio</b>
<ul style="list-style-type: none"> <li>Administered a liability self-insurance program. Reviewed hospital incidents, policies and procedures, and performed related staff education functions. Counsel in medical/legal, contract and reimbursement matters.</li> </ul>	

<b>GAB, Inc. and McGraw Claim Service</b>	<b>1976 – 1978</b>
<b>Casualty Adjuster</b>	<b>Cincinnati, Ohio</b>
<ul style="list-style-type: none"> <li>Adjusted malpractice and heavy casualty claims while attending law school.</li> </ul>	

<b>Citizens for Mann</b>	<b>1973 – 1975</b>
<b>Campaign Director</b>	<b>Cincinnati, Ohio</b>
<b>Ohioans for Gilligan</b>	<b>1974</b>
<b>Field Coordinator</b>	<b>Columbus, Ohio</b>

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## **FACULTY APPOINTMENT**

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<b>University of Rochester School of Medicine &amp; Dentistry</b>	<b>1986 – 1989</b>
Assistant Professor, Division of Medical Humanities	<b>Rochester, New York</b>

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## **PUBLICATIONS**

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D. Shapiro and P. Rosenberg, "The Effect of Federal Regulations Regarding Handicapped Newborns," Journal of the American Medical Association, October 18, 1984, Vol. 252, No. 16.

H. Fischer, R. Spataro and P. Rosenberg, “Medical and Economic Considerations in Using a New Contrast Medium,” Archives of Internal Medicine, Vol. 146, September, 1986.

“Yearbook of Health Care Management,” Heyssel, et. al, Mosby Year Book, Associate Editor, 1991-1993.

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## PROFESSIONAL CERTIFICATIONS

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| • Ohio State Bar Admission               | <b>1979</b> |
| • Florida In-House Counsel Certification | <b>1998</b> |
| • American Health Lawyer's Association   |             |

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## EDUCATION

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| <b>University of Cincinnati, College of Law</b><br>Juris Doctor | <b>1976 – 1978</b><br><b>Cincinnati, Ohio</b>         |
| <b>Brown University</b><br>Bachelor of Arts                     | <b>1972 – 1976</b><br><b>Providence, Rhode Island</b> |

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## COMMUNITY SERVICE

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| • Florida Low Income Pool (Formerly Disproportionate Share) Council        | 2000 – 2007        |
| • Florida Hospital Association, Advocacy Committee                         | <b>2003 – 2007</b> |
| • Florida Hospital Association, Committee on Uninsured                     | <b>2006 – 2007</b> |
| • Florida Hospital Association, Certificate of Need Task Force             | <b>2001 – 2005</b> |
| • Oak Hall School, Gainesville, FL, Board of Directors                     | <b>1999 – 2004</b> |
| • Big Brothers/Big Sisters of North Central FL, Board of Directors         | <b>2000 – 2001</b> |
| • Lincoln Community Health Center, Durham, NC, Board of Directors          | <b>1994 – 1997</b> |
| • United Way of Central Maryland, Johns Hopkins Hospital Campaign Chairman | <b>1990</b>        |
| • Integrated Mental Health, Inc., Rochester, NY, Board of Directors        | <b>1983 – 1989</b> |
| • Integrated Mental Health, Inc., Rochester, NY, Board of Directors, Chair | <b>1988 – 1989</b> |
| • Chair, System Planning & Review Committee                                | <b>1986 – 1987</b> |
| • Western New York Mental Health Planning Advisory Committee, Chair        | <b>1988 – 1989</b> |
| • New York Mental Health Planning Advisory Committee, Member               | <b>1988 – 1989</b> |

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## HONORS

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| • Nightingale's "Best In-House Counsel" Listing | • 2006 |
| • American Hospital Association Advocacy Award  | • 2006 |